

MONTANA HIGHWAY COMMISSION

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No October Center Line was mailed out due to the fact that as soon as we had the financial picture written up, it would change, so we skipped the October Issue. Now that we know that Montana has had her 1960 Allocation pared down from \$41 million to \$38 million, and a form of contract control set up, we can again proceed to plan the next eight months construction program on Montana's highways. The remaining months of 1959 will see only two contracts awarded, but early in 1960 we hope to get under way with an impressive list of jobs to be awarded. As it is tentatively planned now, precedent will be broken, and a bid letting will be held in January and February. We realize the restrictions that winter weather places on estimators, but we are eager to get the jobs under way as early as possible.

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Travel has shown a healthy increase during 1959, with nearly a 5% increase shown on all systems. This information is gathered by stationary counters placed at strategic locations on the various systems. The Secondary System has shown the largest increase during the year with an average monthly increase of 10-12% over the corresponding month of 1958.

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To those of us in supervisory capacities, the following words from the Training-In-Service Section should be interesting, and good food for thought.

SOME PROBLEMS OF SUPERVISION Ross G. Henry, Training-In-Service Engineer

It is a most complimentary and gratifying feeling and gives one a sense of personal worth and accomplishment to be made a supervisor. However, we soon find the job is not a place to bask in reflected glory and definitely is no bed of roses. We find it takes courage, organization ability, and good sound reasoning to be a good supervisor. At first we have visions of all our subordinates liking and respecting us and anxious to do our slightest bidding. We soon find that this condition very rarely exists and is almost impossible to bring about. It would be nice to have a responsible position without having to assume the responsibility that goes along with the position. If you desire to become, or now consider yourself, a good supervisor, ask yourself the following questions:

Do you have the courage to let go of your specialty and begin to manage? Rather than suffer the frustrating experience of correcting some one else, it is often easier to shove him aside and do the job. It takes courage to forsake doing and start directing.

Do you have the courage to delegate authority and accept the blame if something goes wrong? Your subordinates must do their share of the work. They must also be given authority commensurate with the responsibility necessary to do the job. It takes courage to accept responsibility for work done by your subordinates, particularly mistakes.

Do you have the courage to recommend promotion for the best qualified men? Some supervisors are reluctant to recommend advancement for highly qualified personnel for fear they will become a threat to their own job. It also takes courage to listen to an employee when he disagrees, and if he is correct it takes real courage to admit it.

Do you have the courage to communicate to your subordinates an unpopular decision without blaming it on those above you? Anyone hates to be unpopular and particularly when it results from enforcing a decision made by higher authority. It also takes courage to accept the results, if you made the decision, and not to imply the decision originated elsewhere.

Do you have the courage to tell an employee his work is unsatisfactory, and to sit face to face with him when you made a merit rating, discuss shortcomings, and indicate he must improve if the merit rating indicates? It takes courage to do these things with an open and impartial mind.

Do you have the courage, after repeated attempts to get an employee to improve, to take what unfavorable action may be necessary and justified? It takes courage to accept this responsibility and not still issue satisfactory merit ratings and hope the trouble will go away or try to transfer the employee and unload your troubles on someone else.

Do you have the courage to work for the department and taxpayers of the State rather than yourself? A good supervisor, as a part of the management team, is interested in the total welfare of the department. For example, a good man may be held back, or hidden, for fear of losing him to another department if others find out how good he is. The department is the loser. It takes courage to bring real ability to light even at the cost of losing one of your best men.

Do you have the courage to accept the good with the bad? There are many things in the life of a supervisor which are pleasant and gratifying. However, part of the job is hard and disagreeable. Learning the techniques of supervision is a waste of time unless you have the fortitude to do the job. It takes real courage to perform well and to be a good supervisor.

SERVICE AWARDS

Service pins were awarded in August, September and October to the following employees. Thirty years: Francis A. Phipps and H.L. Morrison, Bozeman; William T. Chubb, Missoula; William A. Sanden, Kalispell. Twenty-five years: Joe Walter, Wolf Point; G. C. Hallam, Billings; Theodore Kieckbusch, Butte; Ernest R. Cox, Ralph C. Sherman, Russell L. Sherman, all of Great Falls. Twenty years: Philip F. Vert, Wolf Point; Joe L. Wilson, Billings; Harvey S. Embody, Great Falls, Lehman B. Fox, Helena; Elmer D. Welliever, Glendive; James D. Huffman and Herbert Craig Wilcox, both from Kalispell. Fifteen years: Clarence O. Naves, Wolf Point; James J. Brooks, Bozeman; Lester H. Margetts, Missoula; Archie P. Kelly, Miles City; Ray Nelson and John W. Miller, Great Falls; Robert M. Hudnall and Samuel H. Fisher, both of Helena. Ten years: Percy C. Barney, Great Falls; Lloyd T. Heintz, Lewistown; John Kalien, Wolf Point; Karl F. Lindgren, Havre; Phyllis A. Cook, William E. Swanton, Edward John Warren all of Helena; Beauford E. Goodland and Donnel Gene Merrell, Butte; Harry E. Stevenson and William C. Hughes, both from Missoula. Also from Butte, Norman T. Hester and Brandon P. McMahon. Five years: Cloice E. Diamond, Robert D. Gwaltney, Annie L. Harrisberger, Dana M. Irwin, Lila S. Schwefel, Paul Lee Collins, Fred K. Delano, A. K. White, Ernestine M. Dornier, Leslie S. Harris, Jr., Elza W. Inman, Nell M. O'Connell, all from Helena; Robert Mark Hogg, James Michael Latsch, Eugene M. Duncan, Butte; Luther E. Lucero, Harold F. Benefiel, Missoula; John M. Rambur, Miles City; Calvin S. Blatter, Havre; John W. Cloud, Peter Evanko, Clarence Theriault, Arley M. Wiseman, all of Great Falls; Louis Edwin Maack and Evert Owen Spraggins, Bozeman.

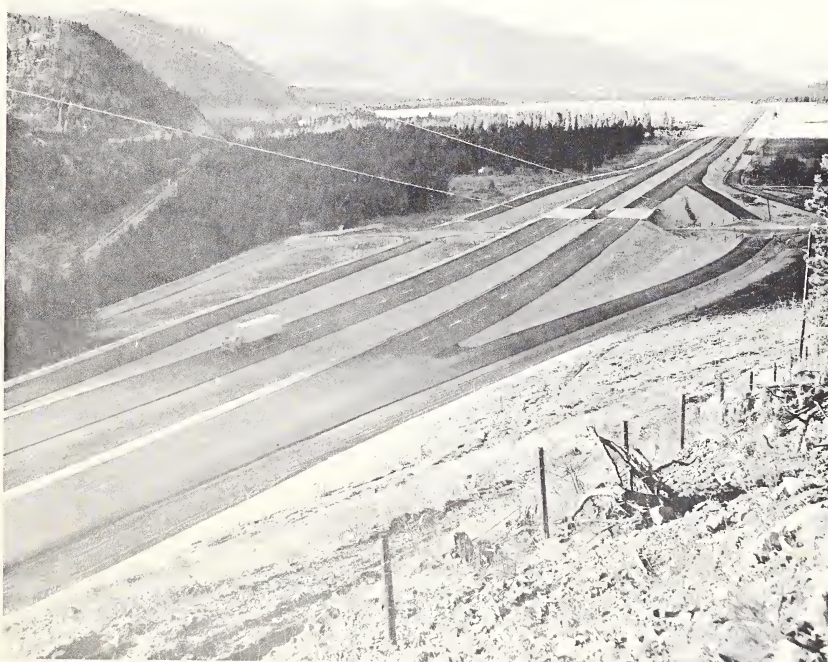
Many of the eastern states are hard pressed to provide highways for the tremendous increase in numbers of vehicles, and are finding that they no sooner complete a six or eight lane section of the Interstate system, than the surge of new traffic onto that highway renders it obsolete. They also find that in suburban areas new businesses and residential areas increase to such an extent that it is difficult to predict the anticipated travel on a new section. Montana is very fortunate, in one sense of the word, that we have the time to prepare for our future growth.

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One of the contributing factors in the depletion of the Highway Trust Fund is that states having large cities immediately constructed urban sections of the Interstate, where right of way costs, and engineering costs are extremely high. Costly structures, numerous, complicated interchanges, buildings to raze, and costly connections certainly take an astronomical toll of the highway dollar, and many of these projects being submitted to the Bureau of Public Roads for reimbursement did much to deplete the trust fund. These states are in desperate need for these projects as the movement of traffic in our larger cities has reached a critical stage.

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Snow removal and sanding during the winter season of 1958-59 amounted to \$1.2 million. We felt that the season was unusually severe and we sincerely hoped that a re-occurrence of such a winter was many years away. However, the weather during the last week has caused us to wonder just how long and arduous the 1959-60 winter will be.



The photograph above shows the new section of Interstate recently opened to traffic on the Tarkio Interchange on Interstate Route 90 west of Missoula. Nilson-Smith Construction Co. of Great Falls were contractors for grading and Pew Construction Co. of Missoula had the contract for the structures.

CONTRACTS AWARDED
October 28, 1959

PROJECT	AWARDED TO	AMOUNT OF BID
I-IG 15-8 (6) 379 Unit 1 S 366 (5) Sunburst-North Road TOOLE COUNTY	Baltrusch Construction Co. Havre, Montana	\$ 730,829.24
I-IG 15-8 (6) 379 Unit 2 Sunburst-North Road TOOLE COUNTY	Fred Strandberg Helena, Montana	38,746.00
I 90-3 (5) 157 Unit 1 I 90-1 (7) 60 Unit 1 Tarkio-Deer Lodge Road MINERAL-GRANITE- POWELL COUNTIES	Highway Protection Corporation Chicago 41, Illinois	42,658.16
I 90-8 (8) 438 Unit 1 Mossmain-Billings Road YELLOWSTONE COUNTY	Long Construction Co., Inc. Billings, Montana	1,556,610.26
I 90-8 (8) 438 Unit 2 Mossmain-Billings Road YELLOWSTONE COUNTY	McRae's Service on Steel, Inc. Billings, Montana	33,140.22
I 90-9 (10) 498 Unit 1 Wyoming Line-Hardin Road BIG HORN COUNTY	National Advertising Company Bedford Park, Illinois	52,847.63
U 58 (23), U 257 (14) Unit 1 F 270 (7) Unit 1 Manicke-Kalispell Road Kalispell-West Glacier Road & Kalispell-Whitefish Road FLATHEAD COUNTY	United Paving, Inc. Spokane, Washington	363,855.17
F 228 (18) Laurel-Billings Road YELLOWSTONE COUNTY	Gibson Construction Co. Belgrade, Montana	35,964.08
S 219 (4) Big Sandy-Rudyard Road CHOUTEAU COUNTY	Gibson Construction Co.	253,960.78
SMP 5699 Crushing & Stockpiling BIG HORN-GOLDEN VALLEY-MUSSELSHELL- ROSEBUD-TREASURE- YELLOWSTONE COUNTIES	Billings Construction Co. Billings, Montana	116,772.50
TOTAL OCTOBER LETTINGS		\$ 3,225,384.04
TOTAL LETTINGS TO DATE		16,339,274.78
ACCUMULATIVE TOTAL		\$ 19,564,658.82